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### A P P E N D I X

Specific recommendations for changes in Tabs "A" and "B" are set forth below. I think that in the main their purpose is clear from the general observations made in the covering memorandum.

#### TAB A-1

- a. I suggest substitution of the following for subparagraphs a, b, and c of Tab A-1:

"a. Conduct an intensive and continuing investigation of the vulnerabilities of the present Soviet regime to various forms of overt-covert attack;

"b. Propose to the Board the objectives which can be attained by the United States in the "cold" war situation without provoking war through the use of overt-covert weapons;

"c. Propose the general lines of action to be followed by the United States in the use of such weapons for the attainment of these objectives; recommend the allocation of operational responsibilities where these are not now established or in such cases where the transfer of responsibility will lie in the national interest."

- b. Substitute the following for subparagraph g:

"Conduct an intensive and continuing investigation of the possibilities of developing new and of improving present overt-covert weapons and techniques, and arrange for the conduct of such research and development as is found necessary."

- c. Add new subparagraph:

"To consult with those Departments and Agencies responsible for the conduct of overt types of economic warfare to the end that US objectives, plans, and policies in this field be consistent with the objectives, plans, and policies adopted by PSB."

#### TAB A-3

- a. The first task of the Staff should be that of reviewing the current situation and then of formulating strategic objectives and plans. If we do not start with this we will continue indefinitely on an ad hoc

approach. This priority

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should be reflected in Tab A-3 by indicating the immediate creation of a Plans Group and its activation prior to that of the operational coordination and programming and evaluation group shown on the chart. The Staff Director should have the authority to staff this group with individuals who are now employed by the Federal Government, as well as consultants, and the member departments and agencies should place a very high priority on assisting the director immediately to obtain the very best talent available.

- b. Note (1) authorizes the appointment of deputies to the Board membership. Although this is desirable and although, as stated in the note, the departmental responsibilities of such deputies should by all means be as broad as the scope of the Board's responsibilities, it is essential the the Board's business not be turned over to the deputies. In order to avoid this, I suggest deleting the second sentence of the note and substituting the following:

"For the purposes of a quorum, at least two of the Board's members must be present. In the absence of the Chairman, the Director will act as chairman."

TAB A-4

This organization seems heavily weighted on the side of propaganda and I question the prominence given propaganda activities in the organization of an "Ideology and Doctrine Group" and "Speech Coordinator Group." However, since this is proposed as a later phase of the Board's organization, my comments may not be pertinent at this time.

TAB B

It is obvious from my previous comments that in my view the first task of the Board and its Staff is to set our "cold" war objectives and develop an initial strategy towards them which will encompass an integrated use of all available "cold" war weapons. Consequently, I suggest placing these two problems at the top of the Board's agenda. Since it is likely that the best solutions to other items presently on the agenda will be found only after the objectives and general overall strategy towards them have been adopted, I also suggest deferring these other items for the time being, during which they can be handled as at present.

Although I feel that the treatment of "psychological strategy in the 'cold' war" which appears in the annex is again too heavily weighted on the propaganda side, I think that the concept of a working group, composed as suggested, which would meet outside of Washington during the summer, is excellent. I suggest that this group be organized early in the summer and be asked to assist the Director and his Staff in preparing for the Board the statement of objectives and the broad strategy towards them, which I have referred to several times elsewhere.